Influence of Organisational Climate on Job Satisfaction and Intention-to-Leave of Nursing Staff in Tertiary Level Private Hospitals in Delhi

SHORT SYNOPSIS

Submitted in partial fulfilment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna University

by

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It is the work that is expected to be carried out under the supervision of Prof. (Dr) Parul Jhajharia (Professor, Manav Rachna University, Faridabad) and co-supervision of Dr Bishan Singh Nagi (Former Director of Research, CSD, New Delhi).

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Abstract

‘Health is Wealth’- this statement is absolutely correct and relevant for all. Healthcare covers medical care, procedures and surgeries, post operation care, treatment of various kind of diseases and overall well-being of the people. In India, private healthcare sector can be categorised into three sectors namely primary, secondary and tertiary. The healthcare workers in the hospitals are always stressed because of the nature of job. One of the important aspects impacting the employee’s satisfaction is ‘Organisation climate’. The aim of this research is to determine the influence of organisational climate on job satisfaction and intention-to-stay of nursing staff in tertiary level private hospitals in Delhi.

Once the research work is completed, the results and the conclusions drawn from the study will be helpful for the administrators and HR managers of these hospitals to improve the job satisfaction of the nursing staff and also to arrest the high turnover of the nursing staff. Different ways and methods can be suggested to improve the environment of the work place, guidelines that need to be followed to ensure higher job satisfaction amongst the nursing staff and ways to cut down the dissatisfaction among the workers.

For this research study, information will be collected from nurses presently working in private tertiary-level hospitals in Delhi. The researcher proposed to use stratified sampling method for the selection of the sample. It is proposed to collect sample from 300 respondents working with 20 tertiary hospitals in Delhi.

Keywords: Job Satisfaction, Organisational Climate, Intention-to-stay, Intention-to-leave, Nurse, Hospitals

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1. Background

'Health is Wealth'- this statement is absolutely correct and relevant for all. Healthcare covers medical care, procedures and surgeries, post operation care, treatment of various kind of diseases and overall well-being of the people. In India, private healthcare sector can be categorised into three sectors namely primary, secondary and tertiary (Burns, 2014).

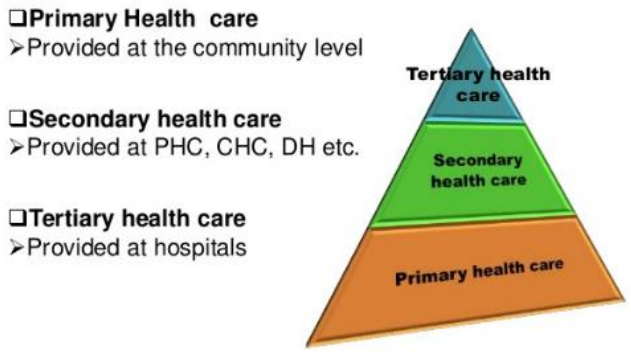

Figure 1 – Levels of Healthcare System in India (Pradhan, 2020)

The third tier in healthcare system is referred as tertiary healthcare which includes those hospitals which has advanced equipment and medicines and provide specialised care for the problems which primary and secondary sectors could not handle on their own. This sector provides services of specialists and experts in different fields of medical treatments, specialised Intensive Care Units and diagnostic centres that uses well advanced technologies (Doughty, 2015).

In India, tertiary sector includes not only institutions providing specialised healthcare facilities but also the institutes that impart education for medicine and conduct medical research. For example, All India Institute of Medicine in Delhi. This kind of healthcare services are recommended to the patients who are suffering from some kind of chronic diseases like cancer. People may need the expertise of specialists for procedures like open heart surgeries or brain surgery, liver transplants or kidney transplants, replacement of joints, neuro disorders etc. Medical help of specialised nature is the topmost healthcare facility which covers all kinds of medical treatment and procedures (Ellangovan, 2021). Tertiary healthcare is characterised by up-to-date latest medical

facilities, diagnostic centres that are technologically advanced and specialised intensive care units. Tertiary healthcare may be provided by government sector or by a joint venture of both private and public sector. In India, medical aid in tertiary sector is provided by both public cand private sector jointly (Burns, 2014). Hospitals which sometimes also runs government medical colleges and research centres have these super speciality departments that provides tertiary healthcare facilities. This heath sector provides various medical services like diagnosing the health problem, assessing it and prescribing the medicines and treatment for the diseases along with regular feedback from time to time. Over the years the demand for medical facilities has been on a rise which has been a major factor for this industry to find and step into new paths as this sector promises to have huge possibilities which can be tapped by proper management (Ellangovan, 2021).

The healthcare workers in the hospitals are always stressed because of the nature of job (Wolff et al., 2021). One of the important aspects impacting the employee's satisfaction is 'Organisation climate' (Raziq & Maulabakhsh, 2015). According to Barbera (2014), organisational climate encompasses different aspects of the working culture in the organisation like the leadership style pursued by the management, involvement of employees in decision making, creating and maintaining the interest of the workers in the job by making it challenging, making the work less monotonous, perks attached to the job, HR policies followed by the organisation, good working conditions and creating career growth opportunities for the employees. This organisational climate indicates the feelings and the opinions of the employees about their work place. On the basis of the interaction and communication between the researcher and the nursing staff, it seems that nursing staff is not very satisfied with their jobs in general. According to Nutsugah (2021), the nursing staff has developed following negative opinions regarding the organisational climate in their hospitals:

- Shortage of resources which makes it difficult to carry out their duties as per the requirements.
- Ample number of hired help is not available because of which nursing staff ends up doing the jobs of others too.
- Job to be done is not very challenging and monotonous in nature.
- Do not get timely feedbacks on the quality of work done by them.

- Their efforts and hard work are not appreciated in front of others.
- Open communication is missing in the working culture which means seniors and juniors do not have two-way communication between them.
- Ample training programs are not organised which helps the nurses to upgrade their skills and provide better care.

When above stated issues become apparent in workplace, it displays discontent in the workers. In general, nurses seem to be satisfied and contended with their jobs if they are appreciated by seniors for their performance, if the job is stimulating and inspiring and if they have said in the decision-making process. The environment in which the nurses work can be a strong determinant of their job satisfaction (Bhaskar & Ashok, 2012).

As stated by Al Maqbali (2015), if nurses get personal space and flexibility in applying their skills as per the requirements of their patients, it proves to be a good source of encouragement and satisfaction for them. On the other hand, Lu et al. (2019) wrote that the organisational culture that does not provide stimulating jobs may lead to discontent and frustration among the workers. Moreover, labour problems may have repercussions in the form of deteriorating the work performance of the recruits. The issues with the workers may result into unhealthy working relationships, monotony in work, poor management, losing control over work life as well as personal life (Alotaibi et al., 2016).

To attain organisational goals, it is important for the workers to understand their responsibility and accountability for the completion of their own work in the best possible manner. To ensure that employees perform well in imparting their duties, providing congenial environment and amicable working conditions is the responsibility of the management (Chien & Yick, 2016). Good working conditions means proper tools and equipment required are available, stock of supplies is adequate for smooth functioning and safety measures have been followed. Another factor that plays an important role in satisfaction of the workers is the competence of their seniors. It has been observed that subordinates have a cordial relationship with their seniors if they are proficient in their department (Nutsugah, 2021). On the other hand, employees have a feeling of discontent where they are working under inept and indifferent seniors.

It is important that individuals goal syncs with the goal of the organisation and are not in contradiction with each other (Lu et al., 2019). A nurse which is satisfied and contended with his/her work and work place proves to be an asset for the organisation. If they understand that by achieving organisational goals, they will be able to achieve their personal goals as well, they will be motivated to perform better and will be more satisfied with their jobs (Bhaskar & Ashok, 2012). On the contrary, as wrote by Raziq and Maulabakhsh (2015), dissatisfaction in workers create pressure and anxiety amongst the nurses which negatively impacts the performance of the nurses at workplace. Workers are not able to fulfil their commitments where rules and regulations related to work are not clear and the relationship between seniors and juniors are not very cordial. There can be many determinants of job dissatisfaction like excessive burden of work, unsuitable management practices, improper administration, lack of acknowledgement of good work, unfair remuneration, unclarity of communication channels in the organisation and absence of ample growth opportunities (Al Maqbali, 2015).

2. Problem Statement

Organisational climate is the perception of the workers about their place of work. Working environment and work culture of all the hospitals is different. According to Nutsugah (2021), organisational climate directly impacts the performance of the workers positively or negatively. Where the outcome is unfavourable here are more incidences of accidents, more workers leaving jobs and more truancy on the part of employees. On the other hand, in case of favourable work outcomes workers are more satisfied and motivated and their efficiency definitely improves. On the basis of the information given in the above paragraph an assumption could be made that organisational climate of tertiary level hospitals' can have both favourable as well as unfavourable work outcomes that impacts the behaviour of workers at their respective workplaces.

It has been observed by Nutsugah (2021) that public services are generally short of adequate staff and that results into extra work load and overtime for the nurses to cover all the duties that need to be performed. There are other factors that creates

stress and dissatisfaction among the workers which results into more absenteeism among them thereby disrupting the smooth functioning of the organisation. These factors could be poor planning and management, imposition of decisions without any consultation or explanation, overburdened staff, ambiguity regarding organisational policies, unworthy and incompetent seniors, lack of proper communication and extra duties beyond the job profile (Nutsugah, 2021).

Han et al. (2015) wrote that when decisions are taken without any consultation or discussion with the nurses who will be actually affected by them, it creates negative environment in the organisation. Nurses feel dissatisfied when feedbacks on their performance and their appraisals are not communicated properly to them. Another factor that is disliked by the nurses is discriminatory discipline policies. So, we can conclude that there are many determinants responsible for dissatisfaction among the nurses in healthcare sector

Following questions stem up from the above discussion:

- Is job dissatisfaction connected to organisational climate?
- What all factors are responsible for the job dissatisfaction among the nurses?
- What is the influence of organisational climate and job dissatisfaction on intention to stay?

The objectives of the research are as follows:

a) To study the ‘Organisational Climate’ of nursing staff in tertiary level private hospitals in Delhi.
b) To study the ‘Job Satisfaction’ of nursing staff in tertiary level private hospitals in Delhi.
c) To study the ‘Intention to Stay’ of nursing staff in tertiary level private hospitals in Delhi.
d) To assess the relationship between ‘Organisational Climate’ with ‘Job Satisfaction’ of nursing staff in tertiary level private hospitals in Delhi.
e) To assess the relationship between ‘Job Satisfaction’ with ‘Intention to Stay’ of nursing staff in tertiary level private hospitals in Delhi.

f) To assess the relationship between ‘Organisational Climate’ with ‘Intention to Stay’ of nursing staff in tertiary level private hospitals in Delhi.

3. Theoretical Framework

Different organisations have different work culture and environment for the employees. For this particular research study, Herzberg’s two-factor theory has been aptly used to understand the impact of organisational climate on the satisfaction or dissatisfaction of the nurses. The reason for using this particular theory is because it categorises the needs of the people working in an organisation into two parts- satisfiers and dissatisfiers. According to Herzberg satisfaction or dissatisfaction of workers from their jobs depends on these two categories of needs. The employees outlook towards his work and the approach to handle work defines his success rate in the employment (Judge et al., 2020).

Herzberg has also discussed about two different factors that plays a major role in impacting the behaviour of employees towards their respective organisations. First of this dimension is hygiene factors, like remuneration of employees, working condition of the place of work, relationship with the fellow workers, policies of the organisation, job security and status (Judge et al., 2020). Their presence or absence do impact the satisfaction level of the workers. Motivators is the second dimension that can strongly impact the workers behaviour towards his work. There can be different stimulants or factors that can motivate workers like designation, appreciation, success, growth, status and the work in itself (Judge et al., 2020). Presence of such motivators helps in keeping them satisfied as well as committed and focussed to perform well, whereas their absence makes the employees disinterested towards their work. As this theory makes the basis for this study, it will be discussed explicitly in the second chapter of this dissertation.

4. Significance of the Study

The aim of undertaking this research is to examine the influence of organisational climate on job satisfaction and intention to stay of the nurses working in tertiary level hospitals in Delhi. Once the research work is completed, the results and the conclusions drawn from the study will be helpful for the administrators and HR managers of these hospitals to improve the job satisfaction of the nursing staff and also to arrest the high turnover of the nursing staff. Different ways and methods can be suggested to improve the environment of the work place, guidelines that need to be followed to ensure higher job satisfaction amongst the nursing staff and ways to cut down the dissatisfaction among the workers.

5. Methodological Approach

'Research' is a process to collect information related to a specific topic or concept in an organised way. As explained by Bell et al. (2018), research is a systematic progression towards studying, understanding and looking at a concept from different viewpoints. The whole research can be categorised into step-by-step process which covers the following – identifying and stating the research problem i.e., the topic on which research is to be conducted, then stating a hypothesis on the basis of problem, collecting data pertaining to the topic of study by using primary sources or secondary sources or both, analysing the collected information and on the basis of this analysis making interpretations and stating the final conclusions (Saunders et al., 2019).

According to 'Research Onion model' developed by Saunders et al. (2019), research methodology includes five major components namely - Research philosophy; Research strategy; Research approach; Time horizons and Data collection method. Research methodology is a systematic way of handling the research topic to ensure that research problem is comprehended in better and clear way. So, researcher has proposed to adhere to these five major areas stated above, where decisions will be taken regarding them.

5.1 Research Philosophy

As stated by Saunders et al. (2019), basically Positivist philosophy and Phenomenological philosophy are the two types of research philosophies available and researcher can pursue any one of them. As explained by Easterby-Smith et al. (2018), study conducted on the foundation of phenomenological philosophy basically focuses on the societal outlook of the people involved in the research as respondents. Believers in this philosophy assumes that logical and fact-based approaches ignore the realities of society which is formed by human behaviour which is very complex and sometimes challenge the logic (Malhotra, 2015). On the other hand, under positivism philosophy the researcher can have individualistic approach which is not dependent on the research phenomenon. This philosophy basically works on deductive reasoning where one studies the causes behind the occurrence of the phenomenon and their effect, quantitative data is collected which is used to test the hypothesis and a well organised methodology is followed (Gray, 2019). Positivism philosophy emphasises on usage of objective methods irrespective of the nature of research phenomenon to do the appraisal of the same. The aim of undertaking this research is to study the influence of organisational climate on job satisfaction and intention to stay of nursing staff in tertiary level private hospitals in Delhi. The data for the research will be collected from the nurses working in different hospitals of Delhi. For this study, the researcher intends to use phenomenological philosophy.

5.2 Research Approach

Research approach explains how the collected data is processed by the researcher. According to Saunders et al. (2019), researcher has two options either to use deductive research approach or to apply inductive research approach. When the theory is built on the observations of an experiment such type of reasoning is ‘Inductive reasoning’. On the other hand, if the research tries to test a theory (which is already established) based on the experiment for a particular situation, then this type of reasoning is called as ‘deductive reasoning’ (Saunders et al., 2019).

The researcher proposed to use inductive approach to study the influence of organisational climate and job satisfaction on the decisions of nurses to stay in the job or not. Inductive research is preferred because of its flexible approach, wherein new

findings and perspectives formed during the course of study can be included in the research (Malhotra, 2019). Given that this type of research is being undertaken by the researcher for the very first time, so one has to be flexible in their approach. As observed in exploratory researches, one may need to make few adjustments and few changes as the research progresses. Taking all these points into consideration, researcher plans to use inductive approach as it seems to be most apt for the given topic of research, which may need some alterations in the due course.

5.3 Research Strategy

According to Burns et al. (2014), research strategy is like a map that specifies the course of action to be taken by the researcher to conduct his study. It is of utmost importance to have a clear understanding of the research strategy and research philosophy to be followed to get the desired results. Though, it is not that easy to choose the correct and appropriate research strategy from so many other alternate strategies that are available. Getting a clear picture of what all is to be done and by which method before the actual research process starts makes it easy and convenient for the researcher (Saunders et al., 2019). He is expected to make decisions regarding various aspects of the research like whether to go for secondary research, which case studies to be pursued, experiment or survey to be undertaken or not. Though many academicians like Saunders et al. (2019), recommends to use qualitative data under the phenomenological philosophy-based research, but for this research purpose, researcher has proposed to use quantitative data. It has been observed in the past that many researchers have used quantitative data for phenomenological philosophy-based research as well. Survey method was selected keeping in mind the objective of collecting information from large number of respondents. During the course of this research, it is proposed to use alternatives like experiments, reports on the actions taken, case studies etc. Observation method could have improved the eminence of the data collected but due to time constraint the idea was dropped as researcher is planning to undertake the whole study individually.

Allison et al. (2016) explained that the survey strategy can be efficaciously applied for both deductive as well as inductive approach. According to Saunders et al. (2019), there are two ways of conducting surveys, through interviews and through

questionnaires and both of them have their own pros and cons. Even though interviews can provide in depth, relevant information regarding the study but it is very time consuming for both the parties- interviewer as well as interviewee. It became very clear in the initial conversations between the researcher and the prospective respondent that participants are reluctant to spend lot of time in interviews which can negatively impact the process of data collection. As compared to interview method, questionnaire will take less time to collect and analyse the data. Moreover, the number of respondents willing to undertake questionnaire was much more than that of interview method (Saunders et al., 2019). Taking all this into consideration, it was decided to use structured questionnaire under survey method for this study. Pilot survey will be conducted on a sample of 50 nurses working in tertiary level hospitals in Delhi to see the efficacy of the questionnaire and in case needed, appropriate changes will also be made before actually sharing the questionnaire with the respondents.

5.4 Sampling

For this research study, information will be collected from nurses presently working in private tertiary-level hospitals in Delhi. The information needs to be authentic, accurate, reliable and relevant so, researcher has planned to collect this data personally. It is not feasible to collect the data from the whole population of nurses, so sampling has been proposed, wherein researcher can collect data from nurses working in different hospitals in Delhi. In sampling method, sample of respondents are chosen from the whole population and inferences drawn from the data collected from them is assumed to be valid for the whole population (Saunders et al., 2019). It is a method which does not require to study whole population to draw conclusions, as whatever conclusions are drawn for the sample size, same will be assumed for the whole population as well. Saunders et al. (2019), explains that sampling method is preferred because its cost effective and saves time. Two most commonly used sampling methods are probability sampling and non-probability sampling. These techniques can be of great help for optimal derivation (Bryman, 2016).

Saunders et al. (2019), explain that both the sampling methods probability and non-probability, have some positive and some negative points. In probability sampling

investigator randomly selects the respondents from the population on the basis of some pre-defined criterion, which means every element has equal opportunity to get selected. On the other hand, in non-probability sampling, the investigator does not use any pre-set criteria to select the respondents and selects them in non-random way which means people do not get equal opportunities to get selected for the survey (Saunders et al., 2019). The researcher proposed to use stratified sampling method for the selection of the sample. It is proposed to collect sample from 300 respondents working with 20 tertiary hospitals in Delhi.

5.5 Data Collection and Data Collection Instrument

Primary and secondary data, both will be used for this particular study but the main source to collect relevant information would be primary data. Structured questionnaire will be used under survey strategy to collect primary data. Researcher plans to use secondary data to prepare the questionnaire to ensure that the questions asked are pertinent to the topic of study and correct information is gathered through the questions. Information will be collected from various secondary sources like journals, books, articles etc. List of relevant concepts and topics will be extensively researched by going through existing literature and researches done in the past, so as to make sure that all relevant aspects are well covered in the questionnaire. Structured questionnaire will have close-end questions to make it easier for the respondents to fill it. The close-end questions will be rank based and scale-based questions to make them quantifiable. While using secondary data, researcher has considered the aspect that purpose of collecting this data was different so data needs to be substantiated and then the relevant part is to be used for the purpose of study.

5.6 Data Analysis

Once the relevant data is collected it need to be organised, tabulated, processed for the purpose of analysing the data with respect to topic of study. As stated by Malhotra (2015), all this is part of data analysis which includes various steps starting from classification of the data collected to interpretation of the data undertaken to conduct the research. So, there is a need to be do it properly to ensure its relevance and efficacy. Quantitative techniques will be used to do the data analysis for this particular research study. The researcher plans to use Student’s t-test, Anova and Chi-square

test for hypothesis testing. SPSS will be used by the researcher to conduct the statistical test. Inferences will be drawn and on the basis of that researcher will put forward his suggestions. The whole research process with its derived conclusions and recommendations will be presented in the form of thesis.

6. Time Plan

	Months											
Activity	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**
Finalising Aim and Objectives												
Collecting of Literature Review												
Design research method and questionnaire												
Primary Data Collection												
Analysis of primary data												
Chapter Writing												
Final report Reviewing												
Final report submission												

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by Amit Mahajan

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SHORT SYNOPSIS

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Year 2022

Abstract

'Health is Wealth'- this statement is absolutely correct and relevant for all. Healthcare covers medical care, procedures and surgeries, post operation care, treatment of various kind of diseases and overall well-being of the people. In India, private healthcare sector can be categorised into three sectors namely primary, secondary and tertiary. The healthcare workers in the hospitals are always stressed because of the nature of job. One of the important aspects impacting the employee's satisfaction is 'Organisation climate'. The aim of this research is to determine the influence of organisational climate on job satisfaction and intention-to-stay of nursing staff in tertiary level private hospitals in Delhi.

Once the research work is completed, the results and the conclusions drawn from the study will be helpful for the administrators and HR managers of these hospitals to improve the job satisfaction of the nursing staff and also to arrest the high turnover of the nursing staff. Different ways and methods can be suggested to improve the environment of the work place, guidelines that need to be followed to ensure higher job satisfaction amongst the nursing staff and ways to cut down the dissatisfaction among the workers.

For this research study, information will be collected from nurses presently working in private tertiary-level hospitals in Delhi. The researcher proposed to use stratified sampling method for the selection of the sample. It is proposed to collect sample from 300 respondents working with 20 tertiary hospitals in Delhi.

Keywords: Job Satisfaction, Organisational Climate, Intention-to-stay, Intention-to-leave, Nurse, Hospitals